The "Why" and "How" of Local Policy and Organizational Practice Change

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The importance of organizational practice and policy change

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The HOW of Local Policy

PART 1: Develop a Policy Strategy

PART 2: Develop Key Partners

PART 3: Back Up Your Case

PART 4: Plan for Implementation

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ENACT

Environmental
Nutrition and
Activity
Community
Tool




Printed Courtesy of
The California Obesity Prevention Initiative

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Collaboration Multiplier

	Data	Concepts	Funding	Training	Partners	Key Issues	Outcomes
Crisis Centers							
Education							
Health							
Faith							
Business							
Media							
Law Enforcement							
TOTALS	Sum Remainder:	Average:	Sum:	Product:	Sum:	Sum:	Exponential Product:

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Policy

The rules that guide the activities of government and organizations, and that provide authority for the allocation of resources.

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One Key Fact!

Useful policy is often developed locally.

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10 Reasons Local Policy is Critical

1. Local politicians are more ***responsive*** (& lobbyists have less influence).
2. ***People*** Power.
3. ***Cheaper*** & ***easier*** to implement.

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10 Reasons Local Policy is Critical

4. Can be ***tailored*** to individual community needs.
5. Raises ***community awareness*** and support.
6. ***Not burdened*** with the bureaucracy.
7. A ***laboratory*** for broader policy change, providing valuable clues and appropriate models.

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10 Reasons Local Policy is Critical

8. Can act as an ***impetus*** and spread from community to community, leading to state-wide & national change.
9. More ***easily monitored*** to ensure responsible implementation and follow-through.
10. Easier to ***evaluate***.

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Organizational Practice:

General practices of key organizations and institutions that guide activities and norms

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Reasons Organizational Practice Change is Critical

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Reasons Organizational Practice Change is Critical

- Widespread Impact
- Achievability
- Testing Ground
- Organizational Benefits

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Can We Do Policy?

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Assess Your Organization

- Understand your capabilities and limitations to do policy work
- Asses your resources – such as staff, money, training, etc.
- Advocacy vs. Lobbying

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Advocacy vs. Lobbying

Advocacy vs Lobbying

Advocacy	Lobbying
■ Education ■ Facts ■ Bi Partisan ■ Balanced ■ No call to action (position not taken) ■ Activities that defend, support or maintain a cause ■ Usually broad issues	■ Influencing legislation, regulation, funding ■ Actions aimed at influencing public officials to promote or secure passage of specific bill or funding ■ A paid representative for a particular org

Slides courtesy of Sue Gallagher, MPH, Public Health and Family Medicine, Tufts

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The HOW of Local Policy

PART 1: Develop a Policy Strategy

PART 2: Develop Key Partners

PART 3: Back Up Your Case

PART 4: Plan for Implementation

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TETON VALLEY TRAILS & PATHWAYS

TETON VALLEY TRAILS AND PATHWAYS

Driggs, Idaho

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TETON VALLEY TRAILS & PATHWAYS

Driggs, Idaho

- Passed multiple city ordinances to *require* that all new development projects integrate with existing pathways or trail systems.
- Now working on a countywide mandate so that new developments throughout the county will support physical activity
- Working with Friends of Pathways based in Jackson, Wyoming to create a regional, multi-state pathway that circumnavigates Yellowstone & Grand Teton National Parks

TETON VALLEY TRAILS AND PATHWAYS

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"It all started with a small group of people realizing they could really make a difference."

Tim Adams,
Teton Valley Trails and Pathways

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PART 1
Develop a Policy Strategy

- Determine your specific policy goal
- Determine whether a new policy is needed
- Assess political will and feasibility
- Plan key activities
- Link with experienced policy advocates

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Determine Your Specific Policy Goal

- Think clearly about what initiatives are most likely to have an impact
- Formulate realistic options for the environment

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Types of Policy

Organizational
- Policy Manual & Standards
- Codes of Ethics
- Tenure & Appointment Articulation Agreements

Regulatory
- Administrative Rules
- Regulations
- Executive Orders

Fiscal
- Annual Budget Acts & Regulations

Legislative
- Bills
- Laws/Referenda
- Constitution

Legal
- Court Decisions

Slide courtesy of W. K. Kellogg Foundation

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Venues for Action

- State/City/County Policymakers
- Health Jurisdictions
- Transportation Authorities
- Planning and Zoning Powers
- School Districts

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School Nutrition Standards

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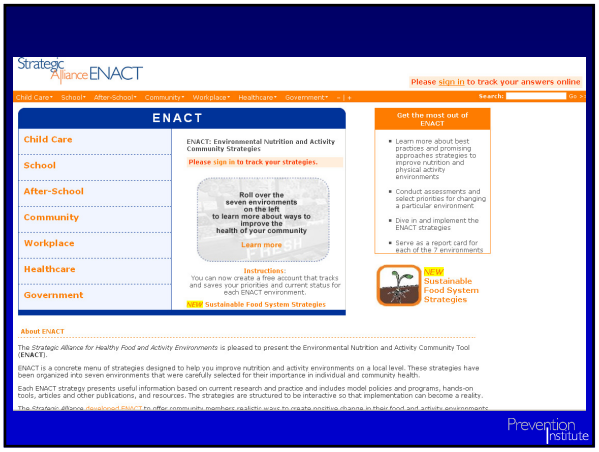


COMMUNITY STRATEGIES
How to use this tool
Member Home Page | Community Activity Strategies | Community Food Strategies
Priority (H,M,L)
COMMUNITY ACTIVITY STRATEGIES
Current Status (1-5)
L
1. Complete Streets: Complete the sidewalks and streets to support walking and biking in all neighborhoods
4
M
2. Transit Oriented Design: Decrease car dependence while promoting community revitalization by investing in local shops, services, parks and trails as attractive destinations for pedestrians, cyclists and public transit users
4
L
3. Safe Routes to School: Institute a Safe Routes to School Program to improve safety and promote walking and biking to school
3
H
4. Active Recreation: Maintain and develop programming and facilities (including park programs) for active play and recreation
2
M
5. Safe Communities: Promote overall community aesthetic and atmosphere of safety to encourage outdoor physical activity and recreation
3
Save Data
Please let us know what you think about ENACT!
Priority Key
H = High
M = Medium
L = Low
Current Status Key:
1 = Elements not in place
2 = Few elements are in place
3 = Some elements are in place and well developed. These elements are culturally appropriate and meet the range of needs
4 = Many elements are in place
5 = Meets range of developmental needs. Elements are culturally appropriate, accessible, and available to the community
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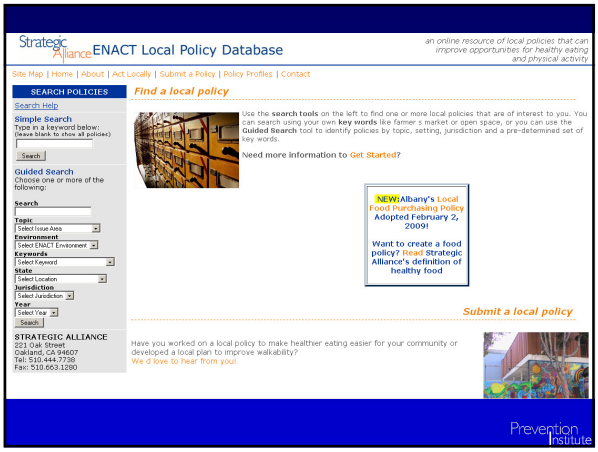
Strategic Alliance ENACT Local Policy Database
an online resource of local policies that can improve opportunities for healthy eating and physical activity
Site Map | Home | About | Act Locally | Submit a Policy | Policy Profiles | Contact
SEARCH POLICIES
Search Help
Simple Search
Type in a keyword below: (leave blank to show all policies)
Search
Guided Search
Choose one or more of the following:
Search
Topic
Select Issue Area
Environment
Select ENACT Environment
Keywords
Select Keyword
State
Select Location
Jurisdiction
Select Jurisdiction
Year
Select Year
Search
STRATEGIC ALLIANCE
221 Oak Street
Oakland, CA 94607
Tel: 510.444.7738
Fax: 510.663.1280
Find a local policy
Use the search tools on the left to find one or more local policies that are of interest to you. You can search using your own key words like farmer s market or open space, or you can use the Guided Search tool to identify policies by topic, setting, jurisdiction and a pre-determined set of key words.
Need more information to Get Started?
NEW! Albany's Local Food Purchasing Policy Adopted February 2, 2009!
Want to create a food policy? Read Strategic Alliance's definition of healthy food
Submit a local policy
Have you worked on a local policy to make healthier eating easier for your community or developed a local plan to improve walkability?
We d love to hear from you!
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Determine Whether a New Policy is Needed
Look at alternatives to legislation
Research existing policies
Work up the chain of command
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Assess Political Will and Feasibili

- What is the political climate?
- Can your policy get approved?

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Olympia Feasibility Assessment

Voter Poll: " I would support a…"

…1% tax for sidewalks. 42%
…2% tax for parks. 49%
…3% tax for parks and sidewalks. . . .***57%***

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Plan key activities

- Write letter of support
- Provide statistics for their district
- Provide analysis of a bill
- Provide testimony for a legislative hearing
- Assist in developing model legislation
- Provide a one page briefing following a media report
- Provide testimony for a legislative hearing
- Organize community partners to visit chairs of legislative committees with program staff
- Invite participation in a press conference

Slides courtesy of Sue Gallagher, MPH, Public Health and Family Medicine, Tufts

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Link with experienced policy advocates

- Garner lessons learned from experienced policy advocates
- Identify political champions
- Learn about the legislative process and strategies to advance your specific policy goals
- Develop a strategic plan

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PART 2

Develop Key Partners

- Develop Local Partners and Supporters
- Identify a Policy Champion in Government
- Understand Your Opponents

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Develop Local Partners & Supporters to Increase Power

Build relationships

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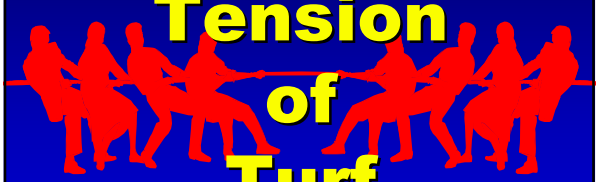
The Tension of Turf



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Collaboration Multiplier: Traffic Safety

	Problem Definition	Data	Approaches/Outcomes	Training
Public Health				
Law Enforcement				
Transp. Engineering				
Optometry				
Planning				
MATH	Average:	Sum:	Sum/Average:	Product:
Implications				

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Identify a Policy Champion in Government

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Techniques to be Effective

- Develop relationships with politicians and their staff
- Local "Meet and greet"
- Keep in touch – not one shot
- Personal visits (face to face)
- The "Ask" – know what you are asking

Adapted from Sue Gallagher, MPH, Public Health and Family Medicine, Tufts

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Understand Your Opponents

Consider interests and values of stakeholders

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PART 3

Back Up Your Case

- Framing the Need for Change
- Back up Ideas with Research
- Calculate Costs and Savings
- Using the Media

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Framing the Need for Change

Framing is how our minds recognize patterns of ideas, categorize them, and derive meaning.

Frames are important to advocates because they influence how people react to ideas.

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Back- up Ideas with Research

Photo courtesy of Get Moving Kern and Greenfield Walking Group

…an important starting point for any policy intervention

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Calculate Monetary Costs and Savings

…including costs of inaction

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Savings from Trails

In Lincoln, Nebraska:

For every $1 investment in trails there was a $2.94 medical savings due to the physical activity levels of trail users

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- Every $1 spent on ***effective school-based tobacco prevention programs*** saves $3.60 in associated medical costs
- Every $1 spent on ***employer breastfeeding support*** saves $3 in medical and lost productivity costs

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The Economic$ase for Prevention

http://www.preventioninstitute.org/documents/PreventionforaHealthierAmerica_7_08.pdf

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Return on Investment with Prevention

Savings at 5 years

$5.60

Return on Investment

$1 Investment

$16 Billion Annual Savings In 5 Years

SOURCE: *Prevention for A Healthy America: Investments in Disease Prevention Yield Significant Savings, Stronger Communities, Trust for America's Health, July 2008*

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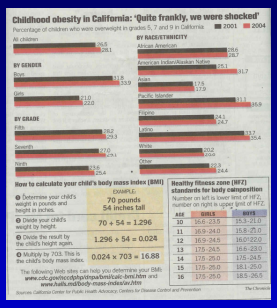
Use the Media to Educate the Public & Decision Makers



Set the agenda for public debate and policy change

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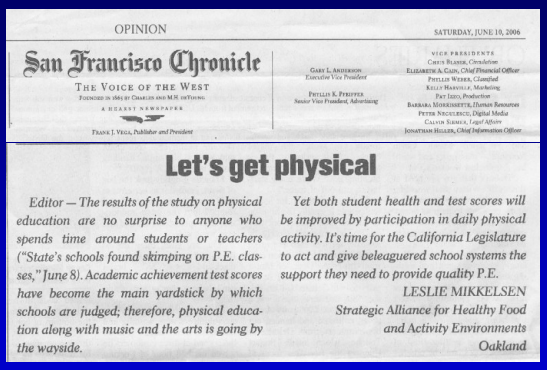

OPINION

SATURDAY, JUNE 10, 2006

San Francisco Chronicle

THE VOICE OF THE WEST

Let's get physical

Editor — The results of the study on physical education are no surprise to anyone who spends time around students or teachers ("State's schools found skimping on P.E. classes," June 8). Academic achievement test scores have become the main yardstick by which schools are judged; therefore, physical education along with music and the arts is going by the wayside.

Yet both student health and test scores will be improved by participation in daily physical activity. It's time for the California Legislature to act and give beleaguered school systems the support they need to provide quality P.E.

LESLIE MIKKELSEN
Strategic Alliance for Healthy Food and Activity Environments
Oakland

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The Mercury News

MercuryNews.com

Opinion XML

Apartments
Local Shopping
All Classifieds
- Create an Ad
- Find an Ad
- Pets

Dating

News
Opinion
- Perspective
- Columnists

Business
Sports
Entertainment
Life & Style

ONLINE EXTRAS

Newspaper Ads Online
Blogs
Podcasts
Photo / Video
RSS Feeds

Posted on Mon, Feb. 13, 2006

email this print this

Downtown residents need access to healthful foods

By Amor Santiago and Ellen Wu

Today, something as simple as shopping for healthful groceries in downtown San Jose became much harder. Albertsons' closure leaves residents -- many of whom are elderly, low-income and represent diverse ethnicities -- without access to the foods they need to stay healthy.

But Mayor Ron Gonzales and Councilwoman Cindy Chavez, in whose district Albertsons is located, have a chance to do something about it.

Supermarket closures in low-income and neighborhoods of color are nothing new, and we already know what will happen as a result: The elderly shoppers who live in the senior housing complexes nearby will no longer be able to do their own shopping.

Low-income, African-American and Latino shoppers, who are less likely to own cars, will have to travel far to buy healthful foods for their kids.

And while convenience stores may be accessible in downtown San Jose, they offer high prices and few healthful options.

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Electronic Media

- Blogs
- Social Networking Sites
- Streaming Video Sites

PART 4

Plan for Implementation & Evaluation

- Ensure implementation is achievable
- Consider what the impact will be on different communities
- Determine enforcement mechanisms
- Plan to evaluate policy impact

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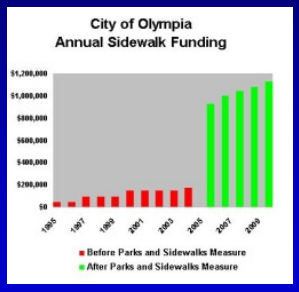
Plan to Evaluate Policy Impact & Disseminate Results



A powerful argument for expanding policy

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Ensure Implementation is Planned and Achievable

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"Before the passage of this policy, there was a huge backlog of sidewalk projects. With current construction rates, this has become a 30-year achievable program."

Jim Lazar,
Olympians for a Livable Community Committee Member

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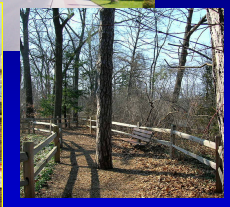
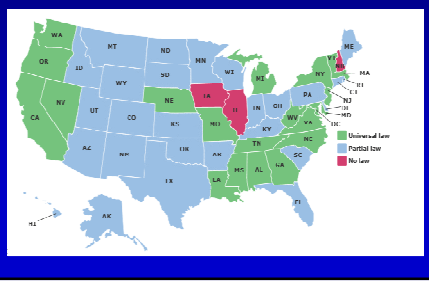
Consider the Impact on Different Communities



Determine the Enforcement Mechanisms

Current US motorcycle and bicycle helmet laws - June 2009



"Don't expect politicians, even good ones, to do your job for you. Politicians are like weather vanes. Our job is to make the wind blow."

David Brower, environmentalist

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Collaboration Multiplier Helps Multidisciplinary Groups

- Identify common and divergent approaches
- Take stock of individual and collective resources
- Identify who (or what) is missing and tailor a pitch to engage more diverse partners
- Forge comprehensive approaches and joint solutions
- Clarify how people from each discipline view and approach an issue differently

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Collaboration Multiplier: Traffic Safety

	Problem Definition	Data	Approaches/Outcomes	Training
Public Health				
Law Enforcement				
Transp. Engineering				
Optometry				
Planning				
MATH	Average:	Sum:	Sum/Average:	Product:
Implications				

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Collaboration Multiplier: Traffic Safety

	Problem Definition	Data	mes	Training
Public Health				
Law Enforcement				
Transp. Engineering				
Optometry				
Planning				
MATH				Product:
Implications	Average:	Sum:		

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Collaboration Multiplier: Traffic Safety

	Problem Definition	Data	mes	Training
Public Health	Traffic safety is a community health problem	■ Morbidity, mortality rates ■ Hosp admissions ■ ER data n FARS		
Law Enforcement				
Transp. Engineering				
Optometry				
Planning				
MATH				Product:
Implications	Average:	Sum:		

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	Problem Definition	Data	mes	Training
Public Health	Traffic safety is a community health problem	■ Morbidity, mortality rates ■ Hosp admissions ■ ER data n FARS		
Law Enforcement	Traffic violations are a community safety issue	■ Moving violations ■ Crash reports		
Transp. Engineering	Transportation infra-structure should promote safe & efficient travel	■ Police & crash reports ■ Speed volume & congestion studies ■ FARS		
Optometry	Optimal visibility of signals & hazards improves traffic safety	■ Studies of acuity, driver performance ■ Reaction time to signals & signs		
Planning	Traffic safety can be affected by transportation system design & travel behavior	■ Travel behavior surveys ■ Census data ■ Zoning maps ■ Traffic cong., speed counts		
MATH				Product:
Implications	Average:	Sum:		

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	Problem Definition	Data	Approaches/Outcomes	Training
Public Health	Traffic safety is a community health problem:	■ Morbidity, mortality rates ■ Hosp admissions ■ ER data n FARS	■ Education campaigns ■ Community participation ■ Env'l & policy change	■ ID-ing at-risk com-munities, individuals ■ Effects of transporta-tion on health
Law Enforcement	Traffic violations are a community safety issue	■ Moving violations ■ Crash reports	■ Check points ■ Patrolling & citations ■ Education campaigns	■ Promoting use of oc-cupant restraint sys-tems ■ Enforcement techniques ■ Crash investigations
Transp. Engineering	Transportation infrastructure should promote safe & efficient travel	■ Police & crash reports ■ Speed volume & congestion studies ■ FARS	■ Improved vehicle safety devices ■ Safer roads & sidewalks ■ Traffic calming	■ ID-ing dangerous roads ■ Safer road & sidewalk design
Optometry	Optimal visibility of signals & hazards improves traffic safety	■ Studies of acuity, driver performance ■ Reaction time to various signals & signs	■ Better vehicle display, signal & road designs ■ Better driver assessment for licensing purposes	■ ID-ing how people visualize traffic signs & signals
Planning	Traffic safety can be affected by transporta-tion system design & travel behavior	■ Travel behavior surveys ■ Census data ■ Zoning maps ■ Traffic cong., speed counts	■ "Safe havens" for vulnerable users ■ Create transp. sys. to minimize conflict between users	■ Transp. demand & beh. ■ Effect of infrastructure on trip length, type
MATH	Average:	Sum:	Sum/Average:	Product:
Implications				

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The "math" in Collaboration Multiplier

Collaboration Math illustrates the range of strategies, solutions, and outcomes that each participating group uses and can help diverse groups combine their various definitions, goals, and strategies through such processes as ***averaging*** definitions, ***adding*** data sources, ***multiplying*** training efforts, and ***averaging*** solutions.

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Putting prevention at the center of community well-being

www.preventioninstitute.org
www.eatbettermovemore.org

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